

# North Etobicoke Local Immigration Partnership Action Plan



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## **North Etobicoke Local Immigration Partnership Action Plan**

For the past year, stakeholders that make up the North Etobicoke Local Immigration Partnership (LIP) have been in dialogue with each other about newcomers and the local community. The dialogue has been far-reaching and has explored critical questions: “What do newcomers experience in the community? Do they feel they have the support they need? Why are newcomers not able to capitalize on their assets as fully as they should? What are their greatest frustrations and struggles and what is our collective responsibility in addressing them?” These questions have been met with intense emotion and passion. They have also sparked great creativity and the sharing of wisdom.

From these dialogues, the vision has been confirmed for the North Etobicoke LIP. Together, the members of the LIP aim for North Etobicoke to be a community where newcomers feel they can settle, adapt and integrate. The vision will be achieved through a focus on:

- Improving immigrants’ access to settlement services, education, language training and employment through a comprehensive, coordinated and integrated system
- Identifying and addressing service gaps
- Supporting the many diverse agencies serving newcomers in N. Etobicoke
- Building connections and strengthening existing connections among the many stakeholders in the community

This action plan outlines the local planning priorities suggested by LIP stakeholders – including residents, workers in the sector, businesses, institutions in the community and government representatives. The priorities are divided into six broad Focus Areas that can easily form the work groups for the implementation phase of the LIP:

1. Reaching Out, Creating Awareness
2. Supporting Access to Effective Services
3. Coordinating Services
4. Facilitating Language Learning, Training and Education
5. Accessing Employment
6. Creating Leaders, Promoting Civic Participation

Each category considers how to improve local conditions and create a more inclusive community. Further, each category offers a series of proposed strategies/actions and other planning features that can be implemented to realize the priority in the community:

- Priority - the key areas within each of the six (6) broad Focus Areas
- Proposed Strategies/Activities – actionable items to fulfill the broader priority
- Timing – indicates when the strategy/activity can be implemented and for how long
- Key Stakeholders – indicates if the strategy/activity can be implemented at a local level (L) or it requires a system-wide response (SW)
- Broad Measure of Success – suggests what successful implementation of the priority area would look like; forms the basis for development of evaluation plans in Phase 2

It is important to note that part of Phase 2 involves the development of fuller work plans and evaluation frameworks to guide the LIP's efforts going forward. It is also important to note that not all the work laid out here is to be funded by CIC. Much in-kind and/or financial support will be provided by stakeholders other than CIC; however, in an attempt to engage in holistic planning, this document outlines any and all activities for the LIP.

Together, residents, service providers and other stakeholders have played a crucial role in this planning process. This action plan will launch the Partnership Council into a new phase of work. The plan is meant to be the vehicle for active, meaningfully engaged workgroups, with both resident and service delivery representation, to continue to build purpose, create the conditions for success and take action. Through committed engagement, collaboration, reflection and learning, the N. Etobicoke LIP can fulfill its purpose.

## North Etobicoke Local Immigration Partnership Action Plan

### 1. Reaching Out, Creating Awareness

GOAL: All residents in North Etobicoke are actively engaged with timely access to tailored, relevant information about the settlement process and its outcomes in ways that reflect the diversity and assets of each unique community.

Priorities (listed in order of priority)		Proposed Strategies/Activities (listed in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1. Develop a Welcoming Community Initiative to address immediate information needs of newcomers (i.e. employment, health, housing, language, school system, income support, etc.)	1.1	Develop a Welcome Information Package based on assessment of current resources/supports	*			*		Package and Program used widely in community
	1.2	Develop and implement a Welcome Orientation Program	*	*	*	*		
	1.3	Create a coordinating body with a strong resident presence to implement the Program in N. Etobicoke	*			*		
2. Develop multiple activities to address the longer-term information and outreach needs of the community	2.1	Develop and maintain a Community Services Directory	*	*	*	*		Resources distributed and used to support newcomer integration into the community
	2.2	Explore Internet-based strategies to share information, including whether to create a local website or link to existing websites	*			*		
	2.3	Develop and implement a multi-media advertising campaign targeted to both newcomers and the broader community		*	*	*		

Priorities (listed in order of priority)		Proposed Strategies/Activities (listed in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
		(Foci: eliminating racism, the need for meaningful employment (including entrepreneurship), the positive impact of newcomers on the community, the need for newcomer leadership)						
	2.4	Continue ongoing broad resident engagement in LIP planning	*	*	*	*		
3.Engage informal community leadership and support structures re: information and outreach (informal leadership and structures defined as the people and processes outside formal service delivery that provide settlement support, for example friends, extended family, and lay leaders)	3.1	Scan environment and engage informal support structures that newcomers access	*			*		Informal and formal support systems strengthen and complement each other
	3.2	Scan environment and engage informal community leaders that newcomers access	*			*		
	3.3	Support coordination of informal and formal structures and community leaders around outreach and information sharing activities	*	*	*	*		
	3.4	Develop joint initiatives and projects (unfunded and funded)		*	*	*		

## 2. Supporting Access to Effective Services

Goal: Newcomers in North Etobicoke are able to access high quality services that address their needs and that acknowledge their unique assets at both an individual and community level.

Priorities		Proposed Strategies/Activities (in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1. Support access to affordable and adequate housing	1.1	Provide information on temporary housing for newcomers	*	*	*	*	*	Newcomers secure housing that meets their needs
	1.2	Work with housing providers and policymakers to increase funding for transitional housing dedicated to newcomer families		*	*		*	
	1.3	Work with housing providers and policymakers to increase subsidized housing and rent control in N. Etobicoke		*	*		*	
2. Create safer communities	2.1	Create a resident-led crisis-response team that can support local residents who are victims of crime (through resident associations – see Focus Area #6, Priority #1)		*	*	*	*	Newcomers feel safer in N. Etobicoke and want to continue to live here
	2.2	Partner with TO police for increased police services in North Etobicoke			*		*	
3. Enhance access to translation and interpretation services	3.1	Catalogue available promotional and informational materials according to language	*			*		Translation and interpretation supports successfully used

Priorities		Proposed Strategies/Activities (in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
	3.2	Ensure gaps addressed through the translation of materials into priority languages in N. Etobicoke		*	*		*	by newcomers during settlement
4. Broaden commitment to access to include the widest range of immigrants (including non-status immigrants and citizens)	4.1	Update information on profile of all immigrants in N. Etobicoke and service needs			*	*		All immigrants have access to relevant and needed supports
	4.2	Develop a 3-year service strategy to meet needs of all immigrants (including service development, funding, collaboration and engagement of policy-makers at all 3 levels of gov't)			*		*	
5. Build capacity of emerging and grass-roots organizations serving newcomers in N. Etobicoke	5.1	Build awareness of the funding needs of emerging agencies with all stakeholders	*			*		Emerging and grass-roots organizations are able to be sustained
	5.2	Support access to existing training on identified topics		*	*	*	*	
	5.3	Explore need for mentorship or "buddy" supports for senior leadership (staff and Board) of interested organizations		*	*	*		
6. Support organizations to build their capacity to offer	6.1	Develop or adapt a tool to support consistent assessment of accessibility of services for newcomers	*			*		Organizations and groups serving newcomers are knowledgeable

Priorities		Proposed Strategies/Activities (in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
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accessible services	6.2	Build capacity to address barriers (e.g. service delivery adjustment, agency wait times and service hours, shared training of staff on serving diverse communities)		*	*	*	*	and committed re: increasing accessibility
	6.3	Broker collaborative initiatives to enhance accessibility including referral protocols, shared outreach and I & R, coordinated wait list strategies (See Focus Area #3)	*			*	*	
7.Support improved access to public transportation	7.1	Assess gaps in TTC and Wheel Trans services in N. Etobicoke	*				*	More newcomers regularly access the TTC
	7.2	Approach City with suggested schedule and service improvements	*				*	
8.Support improved access to health care for seniors	8.1	Work with service providers and policy makers to assess and address accessibility of health services for seniors			*		*	Seniors in the community feel they can better access health services
9. Enhance child care to meet the demands of working parents	9.1	Explore alternative options for child care delivery such as social enterprise models		*	*	*	*	More newcomers (especially women) can successfully maintain employment
	9.2	Work with child care providers to create more flexible service delivery hours		*	*	*	*	



### 3. Coordinating Services

**GOAL:** Newcomers in N. Etobicoke are offered services and supports that do not have gaps, are not duplicated, and do not feel like “a maze” to struggle through; further, accountability is maintained to newcomers by reporting out on the intended and actual outcomes of coordinated service delivery.

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1.Engage the “non-newcomer” serving sector (defined as those in the local community with a vested interest in newcomers but not with a direct service mandate –e.g. banks, schools, businesses, etc.)	1.1	Gather information/any inventories of non-newcomer groups or services with a vested interest in newcomers	*			*		Services are more holistic and comprehensive
	1.2	Integrate into Community Services Directory; update regularly	*			*		
	1.3	Engage non-newcomer serving groups to explore potential collaboration	*	*	*	*		
2.Establish and enhance multi-sectoral coordination and collaboration  <b>Priority areas</b> include articulating new service development,	2.1	As a LIP, develop a Collaboration Framework for planning going forward (see priority areas directly to the left)	*			*		Collaboration FW contributes to enhanced, integrated services across sectors
	2.2	Partners develop MOUs that outline shared service agreements (including referral protocols)	*	*		*		

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
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integrating new services into planning, ongoing mapping, engagement and developing high-level outcomes; also identify possible partnerships based on unique value-add of involved groups (both in/formal)	2.3	Provide ongoing training and capacity building at both front-line and management levels on collaboration in order to support service coordination efforts	*	*	*	*		
	2.4	Support and participate in shared research and evaluation projects to better understand and communicate issues and impact of services at the local level	*	*	*	*	*	
	2.5	Actively participate in city-wide and other local planning processes to ensure the voice of the N. Etobicoke LIP stakeholders is included in same	*	*	*	*	*	
3. Develop and implement information sharing and networking strategies	3.1	Develop ongoing opportunities to gather (both in/formal) to share information (e.g. bi-annual networking sessions); focus on employment and language supports as the priority areas for information sharing	*	*	*	*		Information is shared in a seamless, consistent manner re: settlement in N. Etobicoke
	3.2	Articulate process to link new services in N. Etobicoke into information sharing and networking structures		*		*		

#### 4. Facilitating Language Learning, Training and Education

GOAL: Newcomers in N. Etobicoke will have access to quality language learning, skills and aptitude training, literacy training and other education in order to facilitate their settlement process

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1.Explore alternative avenues for language learning	1.1	Assess and catalogue informal language learning processes being used by newcomers in community	*				*	Informal avenues for language learning are strengthened
	1.2	Support increased opportunities for conversation practice and non class-based learning through negotiation of conversation circles or volunteer opportunities for newcomers with local business, service organizations; focus on occupation-specific options	*	*	*	*		
2.Work with colleges/universities in N. Etobicoke to promote education for newcomers	2.1	Collaborate with Humber College and York University to assess newcomer needs for training at the college-level	*			*	*	Increased newcomers accessing college courses (specifically women and youth)
	2.2	Explore subsidized access to language services for newcomers		*	*		*	
	2.3	Collaborate with Humber College and York University to increase access specifically for women and youth		*	*	*	*	

## 5. Accessing Employment

GOAL: Newcomers in North Etobicoke will be meaningfully and adequately employed in order to successfully settle and to capitalize on their skills and knowledge in the local economy.

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1.Assess possible collaborations between employment supports and services in N. Etobicoke	1.1	Using current Community Services Directory, map and catalogue employment services; assess services, hours, locations, special target populations, etc.	*			*		Employment services are more cohesive and gaps in service are reduced
	1.2	Hold collaboration think-tanks (including employer networks) to explore possibilities within LIP for partnership, including referral systems	*			*		
	1.3	Support development of shared service agreements, MOUS and capacity building for employment support collaboration	*	*		*	*	
	1.4	Support collaboration between CIC, City, MCI and EO programming through facilitated dialogue and shared outreach, referrals, programming		*	*		*	
2.Prepare and link newcomers to employment services in N. Etobicoke and	2.1	Map and catalogue all available EO providers, language training, other occupation-related training and supports (service hours, locations,	*			*	*	Services that enhance employability of newcomers are fully

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
across the City (including language training programs, skills development, job search, employment assistance programs and other related programs)		service offers, etc.), including employment assisted services and supports (e.g. Global Experience Centres/Health Force Ontario, Career Maps, volunteer opportunities, credential assessment)						accessed
	2.3	Approach programs for collaboration on awareness-raising and outreach campaign	*			*	*	
	2.4	Launch an awareness and outreach campaign to inform and educate newcomers re: all available supports		*		*	*	
	2.5	Enhance language training and Canadian workplace culture training in newcomer job placement programs		*	*		*	
3.Engage employers on the value-add of newcomers to business and to the	3.1	Develop and launch a campaign for local business (including head offices) that outlines benefits of hiring newcomers, including tax incentives of hiring apprentices and/or mentors.		*		*		Employers feel increased incentive to meaningfully hire newcomers in N.

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			Yr 1	Yr 2	Yr 3	L	SW	
economy (at all levels)  <i>(Critical Partners in campaign include Ontario Works, Ontario Disability Support Program, other government employment programs and the City of Toronto Employment Centre, to be launched in the Woodbine Live)</i>	3.2	Offer business-friendly information sessions for employers to gain knowledge of benefits of hiring immigrants, to reduce discrimination and to promote awareness of the contributions of highly-skilled/experienced newcomer employees. (Model: "Are You Ready" workshop)		*	*	*		Etobicoke
	3.3	Advocate local and large employers to adopt Job Creation programs (Existing model: "Investing in Neighbourhoods" coordinated by Toronto Employment and Social Services); promote benefits of job placements programs, job trails and mentoring		*	*		*	
	3.4	Track and acknowledge efforts of employers who hire locally, i.e. awards, gala, Employer of the Year, etc.			*	*		
4. Actively address barriers for internationally trained professionals to become credentialed in the Cdn market	4.1	Explore collaboration with initiatives targeting internationally trained professionals (e.g. CARE for Internationally Educated Nurses, IESW Bridging Program, AIPSO), including messaging before landing	*	*	*	*	*	More IEP's working and living in N. Etobicoke

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
	4.2	Support research (local, provincial and national) on the multiple barriers faced by IEP during the accreditation process.			*		*	
	4.3	Increase services to interpret and accredit certificates and diplomas		*	*	*		

## 6. Creating Leaders, Promoting Civic Participation

GOAL: Newcomers in N. Etobicoke will be highly contributing leaders in the community, mobilizing on issues that will result in positive changes to improve community conditions for all residents.

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1.Support broader reach of local resident-led community development initiatives (i.e. Action for Neighbourhood Change)	1.1	Support the brokering of partnerships between resident groups, community leaders and other groups	*			*		More newcomers in N. Etobicoke are supported to learn about broader community life
	1.2	Promote cultural integration and reduce barriers to civic involvement through a broader advertising campaign that supports the development of resident – led groups (See Focus Areas # 1, Welcome Orientation Program)	*	*		*		
	1.3	Support existing initiatives to broaden training on civic participation in the community, capitalizing on existing resources in order to support any existing community mobilization	*	*	*	*	*	
2.Explore government-community sector and collaboration (focus on tri-level and community-City	2.1	Develop a resident-led Government Relations Task Force (activities to include educating newcomers on the responsibilities of different levels of government, asking community leaders to speak on issues during public consultations or forums, learning about		*	*	*	*	Newcomers are more civically engaged



Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
dialogue)		strategic engagement of funders and decision-makers,						
	2.2	Track policy and legislative issues that impact newcomers in N. Etobicoke (e.g. immigration, settlement, jobs, education, health, racism and xenophobia in community and at gov't levels); develop initiatives to educate, raise awareness or address those issues through public consultations that engage funders and decision-makers		*	*		*	
3.Engage immigrant community that is integrated	3.1	Create a Champion (Mentorship) initiative; focus on cultural training and system navigation		*		*		Newcomers assets are realized beyond successful settlement



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